

**THE GEORGE WASHINGTON UNIVERSITY**  
Washington, D.C.

**MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
DECEMBER 10, 2004, IN ROOM 310 OF THE MARVIN CENTER**

**Present:** Vice President Lehman, Registrar Amundson, and Parliamentarian Pagel; Deans Frawley and Phillips; Professors Briscoe, Cordes, Englander, Friedenthal, Gallo, Griffith, Gupta, Helgert, Klarén, Lee, Marotta, Mueller, Paup, Robinson, Shambaugh, Shen, Simon, Swiercz, Wilmarth, and Wirtz, ~~Garris~~

**Absent:** President Trachtenberg, Deans Futrell, Harding, Katz, Scott, Tong, Trangsrud, and Whitaker; Professors Castleberry, Delaney, Packer, Robin, Vergara, and Watson

**CALL TO ORDER**

The meeting was called to order at 2:20 p.m. by Executive Vice President for Academic Affairs Donald R. Lehman. He introduced and welcomed the new Registrar, Elizabeth A. Amundson, and noted that in the short time (10 days) since she returned to the University, she has already put together the final examination schedule for the spring semester.

**APPROVAL OF THE MINUTES**

The minutes of the November 12, 2004 meeting were approved as distributed. Professor Griffith complimented the Secretary for composing the minutes of the meeting as the issues considered had been quite complex.

**REPORT ON THE SCHOOL OF BUSINESS**

Dean Susan M. Phillips distributed paper copies of her PowerPoint presentation and began by giving an overview of the School's enrollment trends. Since 1995, the total number of undergraduates has risen nearly 65%, and the size of the entering class has more than doubled. Graduate MBA enrollment has trended somewhat downward, but specialized Master's degree enrollment has increased significantly. The downsizing of the MBA program was largely planned to improve quality, but competition has also increased, with the overall result that the number of total graduate credit hours has increased slightly.

Dean Phillips described trends in both undergraduate and graduate enrollment, and her presentation provided a breakdown of the total number of students in each program, the size of the entering class, and the average SAT (or GMAT) score of entering students. She noted that nearly 46% of undergraduate students are female, compared to 36% of graduate students. The average age of graduate students is 27, and 36% of the student body is comprised of international students.

Dean Phillips then commented upon external recognition conferred upon the Business School's programs. According to U.S. News & World Report, the undergraduate program has ranked among the top 50 in the nation for the past five years, and MBA programs are ranked in the top 70. While one can argue about the various methodologies used in rankings, Dean Phillips said that these statistics are important to students and their parents, and often play a key role in student recruitment.

Dean Phillips then outlined the group comprising GW's "market basket" schools, and gave an overview of the Business School's comparative position in terms of its operating budget, endowment market value, and undergraduate and graduate tuition and fees. In response to a question by Professor Griffith concerning the School's very modest endowment funds, Dean Phillips said that the figures are low, but the School has been focusing on raising (and expending) monies on the construction of its new building, and the endowment total does not include these funds. Dean Phillips also provided a table summarizing the School's faculty as of Fall, 2003, according to AACSB criteria (see below).

Dean Phillips then summarized the vision and mission of the School, and described the Strategic Directions Initiative begun in 2002 and just completed. She also described curriculum, research, and advancement initiatives in the School, with particular attention to endowed chairs, term professorships, and other targeted endowments.

Professor Shambaugh asked what the School of Business was doing with regard to internationalization of the curriculum. Dean Phillips responded that the School is grappling with globalization in a number of ways. The School has an international business department where the faculty focus on international and multinational corporations. There is also a joint MBA/MA program with the Elliott School of International Affairs. Dean Phillips also described programs the school conducts in Paris and Copenhagen, and a winter break program in India. An increasing number of faculty members are taking advantage of Fulbright opportunities for study abroad. Discussions between the School of Business, the Elliott School, and Columbian College of Arts and Sciences are underway to explore other opportunities in this area, including possible participation in the Center for International Business Education and Research (CIBER).

Professor Helgert asked Dean Phillips to elaborate on the Paris and Copenhagen programs. Dean Phillips responded that both programs are operated under the auspices of Special Academic Programs. The Paris program involves a fall semester abroad and students are accompanied by three GW faculty who teach regular accredited GW courses. Students follow a corporation, for example, EuroDisney, and in the course of their case study learn about marketing, human resources, and other aspects of the business. Students participating in the Copenhagen program will go abroad beginning in Spring, 2006 and will study at the Copenhagen Business School, where classes are taught in English. The classes will be composed of approximately 50% GW students, and 50% Danish students. Students in the program will also have the option to stay abroad over the summer and work with European companies while in Denmark. Yet another program, not previously mentioned, will be conducted in Germany along the lines of a more traditional study abroad program.

Professor Gupta inquired about the number of students involved in the Science Applications International Corporation (SAIC) program, and Dean Phillips responded that there have been two cohorts of approximately 30 students in this program.

Professor Griffith said that it appeared from the numbers presented that the School of Business was out of compliance with the Faculty Code requirement that tenured or tenure-track faculty constitute at least 75% of a School's faculty. Dean Phillips and Vice President Lehman noted that figures given in Dean Phillips's report were calculated by the Association to Advance Collegiate Schools of Business (AACSB) on the basis of credit hours taught, and thus do not present a fair picture of the School's faculty. Both said that the composition of the Business School's faculty is in compliance with Faculty Code requirements.

Professor Garris asked why no data had been presented in the Report about research in the Business School, and Dean Phillips noted that the AACSB does not collect this data and she did not include it in the limited scope of her report. This is an area in which the Business School is working to encourage both more individual and group research projects across the disciplines, but it is also an area in which significant improvement can be made. Professor Englander noted that Dean Phillips has just created an Associate Dean for Research position, and a Research Committee has been created to enhance research activity in the School. (The Report is attached.)

#### UPDATE ON THE CODE OF ACADEMIC INTEGRITY

Mr. Tim Terpstra, Director of the Office of Summer Sessions, University Students, and Academic Integrity, presented a report pursuant to the provisions of Senate Resolution 01/6, [A Resolution to Amend the Code of Academic Integrity]. In his report, Mr. Terpstra outlined the number of academic integrity cases occurring over the past four years, including a report on the types of violations encountered and sanctions imposed. By far the largest number of cases involve plagiarism, followed by cheating, forgery and falsification, and facilitation. The number of cases handled has remained fairly constant over this period at 80 per year, with no more than 25 resolved in formal hearings. Most violations occur during the spring semester. Other information contained in the report details academic integrity violations by school, student status [undergraduate, graduate, international, and non-degree], gender, and citizenship status. The report also specifies the number of students with previous charges of academic dishonesty, as well as outlining the most frequently imposed sanctions [failure of assignment, failure of assignment with reduced final grade, and failure of course]. In the past four or five years, the Academic Integrity Office has made a special effort to educate international students about academic integrity issues, and the number of violations in this segment of the student population has been significantly reduced.

Mr. Terpstra also reviewed amendments made to the Code of Academic Integrity since its inception, particularly the one which defines a student's permanent record as the transcript. At this point, case and hearing records are retained indefinitely and records are not expunged.

Mr. Terpstra also described the composition of the Academic Integrity Council and outreach efforts made by his office to raise awareness of academic integrity issues on campus. (The Report is attached.)

Professor Gupta said that it seemed to him after reviewing the data presented, that almost all cases were resolved in favor of faculty members, and he asked if any were decided in favor of the student. Mr. Terpstra said that in approximately a half dozen cases each year, students are found not to have violated the Code. Those numbers would not be reflected in his report on violations, he added.

Professor Wirtz asked what percentages of cases are appealed, reversed on appeal, and on what basis. Mr. Terpstra said that approximately fifteen hearings are conducted each year, and of those, perhaps five appeals are taken. Either party may appeal, he noted. Over the years that the Academic Integrity Code has been in operation, only two cases have been reversed, one in which a student presented new evidence not available at the time of the hearing, and another in which a faculty member presented evidence of bias on the part of the panel hearing the case.

Professor Griffith asked if the Code provides for a plea of no contest to a charge and/or a sanction, prior to a hearing. Mr. Terpstra responded that in practice, students sometimes admit the accuracy of a charge and agree to the imposition of a sanction, and they are allowed to place a letter of explanation in the permanent file which sets forth their point of view.

Vice President Lehman brought the Senate's attention to a recent article in the New York Times concerning what happens when plagiarism's shadow falls on admired scholars, in this case, Charles Ogletree and Laurence Tribe. He cited a comment by Professor Howard Gardner, who said he had never had a student tell him they had intentionally plagiarized. That defense had been put forth by the two scholars concerned. Vice President Lehman said that faculty are not immune from charges of dishonesty involving their own scholarly work, and that sanctions can attach to such violations of academic integrity. He concluded by saying that negligence is no excuse when it comes to the integrity of scholarly work, and he thought it advisable for faculty to take particular care in their own work when referencing material. Standards of academic integrity apply to both students and faculty, and faculty should set an example for students to follow.

## INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

## GENERAL BUSINESS

### I. NOMINEES FOR ELECTION OF MEMBERS TO FACULTY SENATE STANDING COMMITTEES

Professor Wilmarth moved the election of Professor Richard M. Robin as a member of the Libraries Committee. The nomination was approved unanimously.



## II. INTERIM REPORTS OF SENATE COMMITTEES

Interim Reports were received from the following Senate Committees:

Admissions Policy, Student Financial Aid, and Enrollment Management  
Appointment, Salary and Promotion Policies  
Honors and Academic Convocations  
Physical Facilities  
University and Urban Affairs  
Joint Committee of Faculty and Students

Professor Griffith, Chair of the Fiscal Planning and Budgeting Committee (FP&B), informed the Senate that he had not prepared a written report, but that the Committee was hard at work drafting a report on the current fiscal year which he hoped to have ready in time for the January Senate meeting. While the FP&B usually makes this report in March or April of each year, Professor Griffith said he thought it would be helpful for the Senate to have a general sense of the University's revenue, expense, endowment, and debt pictures earlier in the year. He added that FP&B's report may be accompanied by a resolution concerning the budget process itself.

Professor Gallo, Chair of the Physical Facilities Committee called the Senate's attention to the second paragraph of her Committee's Interim Report. She noted that the Committee was briefed on the status of emergency preparedness at the University by John Petrie, Assistant Vice President for Public Safety and Emergency Management, and the Committee was very well satisfied with the University's emergency procedures, but was less confident that schools and departments have followed through and put in place local emergency plans. She added that the Committee certainly thought it prudent that schools and departments do their part to formulate local plans, and prepare as well as possible for emergency or disaster situations.

Vice President Lehman noted that, under Vice President Petrie's guidance, the administration and senior staff of the University have already conducted five emergency drills. He added that it is very important for schools and departments not only to formulate local plans, but to practice these plans to make sure everyone understands them. He added that Vice President Petrie and his staff are available to assist departments and schools with these tasks.

Professor Ernest J. Englander, Chair of the Professional Ethics and Academic Freedom Committee (PEAF), said that although he had not prepared a written Interim Report, his Committee has been working diligently [along with the Research Committee] on the Research Misconduct Policy, and also on the Conflict of Interest Policy. It is expected that both of these will be presented to the Senate at its January meeting. PEAF and the Appointment, Salary, and Promotion Policies Committee have also constituted a joint task force to examine issues concerning non-tenure accruing faculty, and this group has already met twice. (Written Reports are attached.)

### III. REPORT OF THE EXECUTIVE COMMITTEE

Professor Wilmarth presented the Report of the Executive Committee, which is enclosed.

### BRIEF STATEMENTS (AND QUESTIONS)

Professor Griffith said that a number of faculty had asked him to draw the attention of the Senate's Executive Committee to what appears to be an anomaly in the organization of faculty in the new Writing Program. Something like twenty full-time faculty and a number of regular part-time faculty have been hired to staff this program. These faculty report to the Dean of the Columbian College of Arts and Sciences, but they are not classified as members of the Columbian faculty. If this continues to be the case and these faculty members are located in various schools and departments, they will not be represented on CCAS Committees, or on the Faculty Senate. The Honors Program is somewhat similar, he added, but faculty appointed to that Program have a home base and representation in their own Schools as well as eligibility for membership on advisory committees. Professor Wilmarth said he thought this issue was one under consideration by the ASPP Committee, but Professor Marotta said that only appointment, retention, and promotion of full-time faculty were presently under consideration, not the issue of representation.

Professor Cordes asked Vice President Lehman to update the Senate on unionization efforts underway by part-time faculty. Vice President Lehman reported that the National Labor Relations Board (NLRB) has decided that the issue of the contested ballots should be resolved following a hearing, which has yet to be scheduled. Realistically, Vice President Lehman said he thought the hearing probably would not take place until January, 2005. Professor Griffith asked if the matter would be decided by an administrative law judge, and Vice President Lehman said he thought the hearing would be conducted by a Washington D.C. NLRB officer.

### ADJOURNMENT

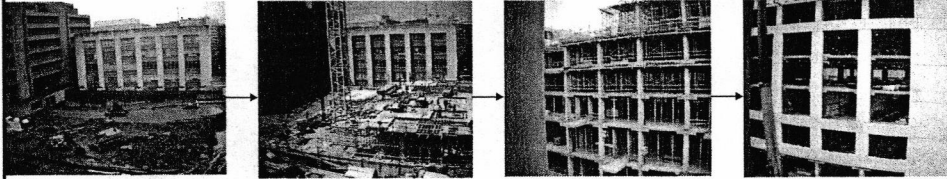
There being no further business before the Senate, Vice President Lehman wished everyone a very happy holiday. Upon motion made and seconded, the meeting was adjourned at 3:52 p.m.

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary



## The George Washington University School of Business



Faculty Senate  
December 10, 2004

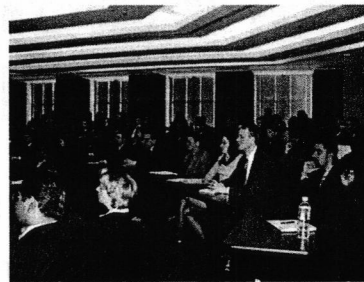


### Academic Advancement Agenda:

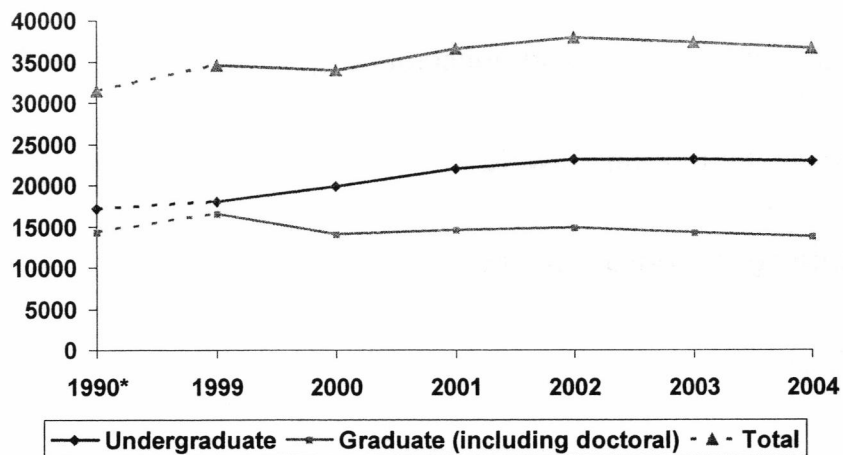
- State of the School and Benchmarking
- Vision for Moving Forward
- Strategy for Advancement
- Q&A



## State of the School: Enrollment Trends and Program Profiles



## GWSB Credit Hours 1990, 1999 - 2004

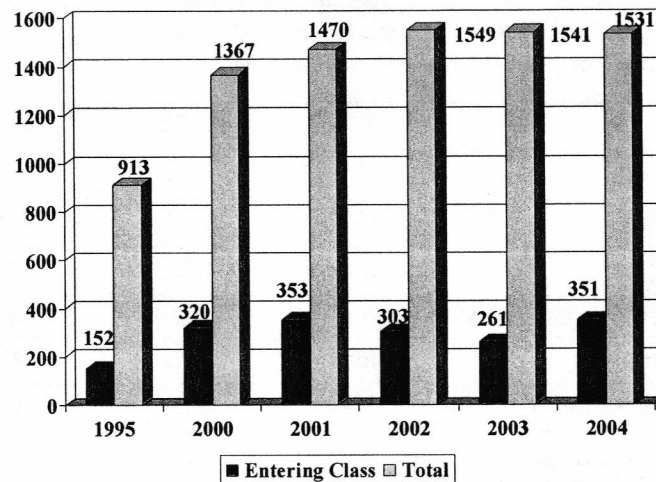


Source: Office of Institutional Research. Registration Data Unduplicated--All Campuses.

\*Estimated number based on actual credit hours minus estimated credit hours for MPA and PhD in PAD.



## Trends for Undergraduate Business Enrollment



Source: Office of Institutional Research. Registration Data Unduplicated--All Campuses.



## Trends for Undergraduate Programs in Business

Ranked in Top 50 for Five Consecutive Years by *U.S. News & Report*

	1995	2003	2004
<b>Total Enrolled</b>	913	1,541	1,531
<b>Entering Class</b>	152	261	351
<b>Average SAT</b>	1157	1235	1250*
<b>Percent Female</b>	35%	44%	46%

\*GWSB had the most improved 2003/2004 y/o/y mean SAT score of all GW schools.

Sources: Office of Institutional Research, Office of Admissions, and Undergraduate Programs Office.





## Trends for the Full-Time MBA Program\*

Ranked 37<sup>th</sup> Among Regional MBA Programs, *Wall Street Journal*, October 2004,  
 Ranked 71 in *U.S. News & World Report*, Spring 2004, and  
 Ranked Among Top 70 in *BusinessWeek*, Fall 2004

	1995	2003	2004
<b>Total Enrolled</b>	555	230	177
<b>Average GMAT</b>	530	630	630
<b>Average Age</b>	n/a	28	27
<b>Years of Work Experience</b>	n/a	4.8	4.5
<b>Percent Female</b>	n/a	36%	36%
<b>Percent International</b>	n/a	36%	36%

\*GW introduced an MBA program in 1952;  
 The Full-Time MBA cohort program was launched in 1995.  
 Source: Full-Time MBA Program.



## Trends for GWSB Masters Programs

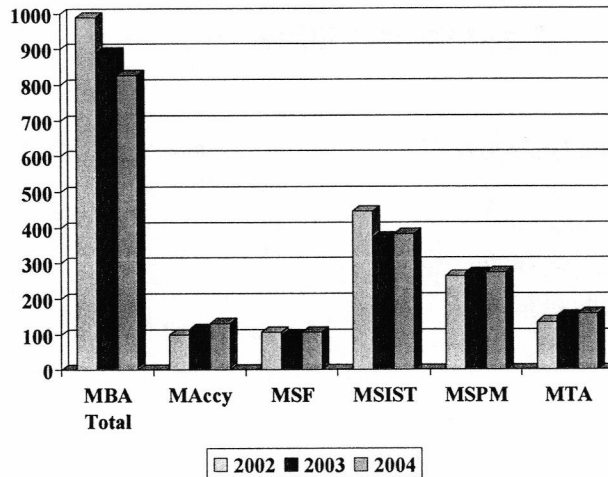
	2003	2004
<b>MBA Total</b> (Full-, Part-Time, and Executive)	<u>890</u>	<u>826</u>
<b>Specialized Masters Programs</b>		
Accountancy	115	132
Finance	97	106
Information Systems	372	381
Project Management	272	275
Tourism Administration	151	158
<b>Total Specialized Masters</b>	<u>1,007</u>	<u>1,052</u>
<b>Total Masters Enrollment</b>	<u>1,897</u>	<u>1,878</u>

\* *Global Derivatives* ranks GW's MSF Program Number 12 for Masters of Finance/Quantitative Finance/Financial Engineering programs and Number 1 among pure finance programs

Source: Office of Institutional Research. Registration Data Unduplicated--All Campuses.



## Enrollment Trends for GWSB Masters Programs



Source: Office of Institutional Research. Registration Data Unduplicated--All Campuses.



## External Recognition

### Core Programs

48th	Undergraduate Programs in Business	<i>U.S. News &amp; World Report</i>
37th	Full-Time MBA Programs (Regional)	<i>The Wall Street Journal</i>
66th	Full-Time MBA Programs	<i>Forbes</i>
Top 70	Full-Time MBA Programs	<i>BusinessWeek</i>
71st	Full-Time MBA Programs	<i>U.S. News &amp; World Report</i>

### Specialties

Top 5	Best Business Schools for Women	Princeton Review
Top 6	Environmental Stewardship and Social Impact Management	World Resources Institute/ Aspen Institute
12th	Master of Finance/Quantitative Finance/ Financial Engineering Programs	<i>Global Derivatives</i>
Top 20	Specialties: Internat'l Business	<i>U.S. News &amp; World Report</i>
	"High Quality" Prescriptive Decision Programs	Decision Analysis Society



## Market Basket Schools The George Washington University

- American University
- Boston University
- Emory University
- Georgetown University
- University of Miami
- University of Southern California
- Southern Methodist University
- Tulane University
- Vanderbilt University
- Washington University

Note: Duke, NYU, Northwestern, and Tufts did not submit data to AACSB.



## Overview -- Position within Group AY03

	Position	Number Reporting
<b>Operating Budget</b>	5	11
<b>Market Value of Endowment*</b>	9	10
<b>Undergraduate Tuition and Fees</b>	1	10
<b>Full-Time MBA Tuition and Fees</b>	9	11

\*GWSB Endowment: \$23,718,491

Mean Market Basket: \$66,772,929

Source: AACSB 2003-2004 Business School Questionnaire.



## Fall 2003 Student Enrollment

	Number	Position	Number Reporting
<b>Undergraduate</b>	1,541	4	10
<b>MBA*</b>	871	3	11
<b>Specialized Masters</b>	986	1	8
<b>Doctoral</b>	131	1	8

Note: \*GWSB Percent Female: 41.10% (Position 1 of 11)

Mean Market Basket Percent Female: 30.56%

Source: AACSB 2003-2004 Business School Questionnaire.



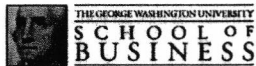
## Fall 2003 GW Business Faculty

	GWSB	Mean Market Basket
<b>Gender – Percent Female</b>	25.56%	24.26%
<b>Full-Time Faculty Tenure Status</b>		
Percent with Tenure and Tenure Track	70.68	77.32
Percent Non-Tenure Track	29.32	22.68
<b>Race</b>		
Asian-Pacific Islander	11.76	13.17
Black, Non-Hispanic	5.04	3.15
Hispanic	.84	2.66

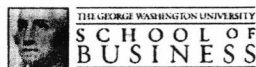
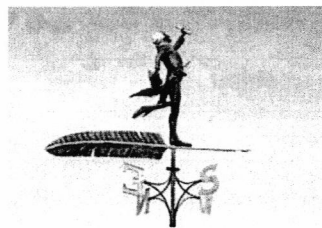
Note: GWSB Number of FT Faculty: 133 (Position 3 of 11)

Mean Market Basket Number of FT Faculty: 94.8

Source: AACSB 2003-2004 Business School Questionnaire.



## Strategic Directions Initiative 2002 - 2004



## Vision and Mission (Adopted Fall 2003)

### Vision

To be a preeminent business school recognized for scholarly research, teaching excellence, and innovative curricula, focused on the responsible management of organizations in the global environment.

### Mission

To deliver an outstanding education, advance knowledge, and provide practical experience in diverse organizational settings, leveraging the unique advantages of our location in the Washington, D.C., area, in order to enhance the capacities of students, faculty, staff, alumni, and the business community to be productive and principled members of society.





## Initiatives – 2003 - 2005

- **Preparing for New Building**
- **Curriculum Initiatives:**
  - **Undergraduate**
    - New Co-curricular activities
    - Research Program
    - International Experiences (consortium; Paris and Copenhagen programs)
    - University Writing in the Disciplines Program
    - Possible joint programs with other GW schools
  - **Masters**
    - MBA, EMBA Program Reviews
    - New AMBA at Virginia Campus
    - MBA Initiatives (SAIC, Mandarin Oriental Hotel Group, Embanet (MBA-Distance Individual Medical Practices), MBA/MSF)
    - Intersession residency in India
  - **Doctoral Program**
    - Restructuring
  - **Ethics Integration into Curriculum**



## Initiatives – 2003 - 2005 (continued)

- **Research Initiatives**
  - Crain Research Scholars (Summer Support)
  - Dean's Scholar Proposal (Reduced Teaching)
  - New Center (chartered October 2004):
    - Global and Entrepreneurial Finance Research Institute
  - Explore Feasibility of a CIBER Grant
  - New databases: WRDS, IRRRC
- **Advancement Initiative**
  - Building Campaign Phase 2: Building Human Capital
    - Provide means for achieving the School's vision of becoming a preeminent business school.



## Endowed Chairs

Endowed Chair=\$2.5 million minimum gift

### Current Chairs and Professorships

- The Oliver T. Carr, Jr. Chair of Real Estate and Finance
- The Eisenhower Chair in Tourism Administration
- The Benjamin Franklin Professorship
- The Iran Chair of International Business

### New Chair as of March 2004

- The Lindner-Gambal Chair in Business Ethics

GWSB's competitors in the *U.S. News* Top 50 have at least two fully-funded chairs per academic department.  
GWSB has 7 departments and only 2 fully-funded chairs.

**GOAL: 5-7 fully funded chairs**



## Term Professorships

\$500,000 minimum gift for endowment

If not endowed, \$25,000 per year for 3-5 years

- Named or unnamed
- Awarded for 3 to 5 year terms
- For professors at all levels; renewable
- Recognizes teaching and research

**GOAL: 3-5 fully funded professorial fellowships**



## Other Targeted Endowments

**Graduate Fellowships:** \$500,000 minimum gift

- GWSB's competitors in the *U.S. News* Top 50 offer one graduate fellowship per accepted full-time MBA student.
- Only 40% of full-time MBA students at GWSB receive fellowships.

GOALS:            Increase MBA funding to 50%;  
                      Make Doctoral Packages more competitive

**Faculty Research Support:** \$150,000 minimum gift

- Summer research support and databases

GOAL:            Add \$1 million endowment for Research Support

**Student-Run Investment Portfolio:**

GOAL:            \$250,000 - \$1,000,000



Thank you for your attention.

Q&A



# Not Business as Usual

## THE SCHOOL OF BUSINESS REFOCUSSES VISION, MISSION AS

It's Dean Susan Phillips' sixth year at the GW School of Business. When she became dean in July 1998, the former governor of the U.S. Federal Reserve System took on several challenges, including reaccreditation and aging facilities.

In 1999, the school was reaccredited and its accountancy programs, having undergone an additional intense review, received initial accreditation. Next, in 2003, the school completed the first phase of its building campaign ahead of schedule. The new building—to be named Duquès Hall, thanks to a naming gift from Ric Duquès, BBA '65, MBA '69, and Dawn Duquès, BA '68—will connect to a renovated Fungier Hall and should open in 2005.

As the new building rises on 22nd Street, Phillips' other initiatives are beginning to take shape. During the school's 75th anniversary two years ago, she co-chaired a team that led the school through a process to revamp its vision and mission and develop a strategic plan to guide the school for the next five to 10 years. The result of this intense process—which involved faculty and staff members, alumni, the school's board of advisers, and the business community—is a new focus that will take the school forward as it moves into its \$50 million state-of-the-art home. Phillips and her colleagues are now conducting curriculum reviews of each degree program with respect to the school's new direction, the planned move into Duquès Hall, and changes in the business environment.

In recent years, GW has become increasingly attractive to prospective undergraduate students, and as a result the business school has grown in size and selectivity. "We've more than doubled the size of the entering undergraduate classes in the last 10 years," Phillips says, adding that this year the business school's total undergraduate enrollment will probably be in the neighborhood of 1,600 students. Meanwhile, the average SAT score for a freshman entering the business school has climbed nearly 100 points over the same period. GW's undergraduate business program is now ranked in the top 50 in the *U.S. News & World Report* rankings and has been for the past five years. And a recent *Wall Street Journal* report ranked the MBA program 37th in the regional category of its annual "WSJ Guide to Business Schools: Recruiters' Top Picks."

The school has always been strong in graduate enrollment, due in part to its menu of several specialized masters programs that complement its MBA programs. While graduate enrollment numbers have remained fairly constant, "We've been ratcheting up

the quality on the graduate side," Phillips notes, pointing to a reduction in the size of the full-time MBA program, which is becoming more selective. GW launched its MBA program in 1952, and introduced a full-time cohort program in 1995. Since then, GW's full-time MBA program has attracted candidates with more work experience and higher test scores and undergraduate grade point averages.

With the new vision set forth for the school, Phillips has her eye out for the school's programs to make their marks. "Our MBA program tends to rank in the 60 to 70 range, but we'd like to get into the top 50," she says. "How are we going to do that? We've got to emphasize quality scholarly research and teaching excellence."

Rankings attract attention, but clearly fostering excellence is not just about the numbers. The school also is emphasizing improvement measures within each of its academic departments. One initiative among all departments is the school's emphasis on global studies.

Leading that effort is easier, thanks to the business school's international roots and its well-regarded international business department, which not all schools have. "We have a strong international faculty, international students, and a number of international programs. We're looking at the global environment—the management of organizations in the global environment," Phillips says.

Allowing students to have the opportunity for hands-on learning is another key element of the school's plan, Phillips notes. "We want to continue to leverage our location in Washington. One of the things I hear from parents is that the vast internship opportunities that GW offers are just incredible. We also get adjunct faculty with great credentials—folks from the Securities and Exchange Commission or the World Bank Group—and speakers who are based in Washington or fly in for business."

Additionally, counteracting some of the bad press the business world has experienced in recent years, the school is concentrating on better integrating ethics into its curricula and other programs. The school is searching for a professor to fill the new Lindner-Gambal Professorship in Business Ethics, which A. James Clark, chairman of Clark Enterprises, endowed last spring in honor of business colleagues and GW alumni Thaddeus A. Lindner, BA '51, and Sergius Gambal, BA '52. The school eventually also might launch a research center focused on



GW School of Business  
Dean Susan Phillips



## S NEW HOME EMERGES ON 22ND STREET. BY HEATHER O. MILKE

business and ethics, which will give students another perspective on their studies. "We want our graduates to be productive and principled members of society," Phillips says.

Other areas of strength for the school include finance and accounting, information systems, and GW's unique program in tourism/hospitality management—a big industry for Washington, as well as an emphasis on strategic management and public policy.

GW's business school is one of the top six schools in the world for research and teaching about environmentally and socially sustainable management, Phillips says. "With this award, which we have received for several years now, we are in very good company, with public universities, the University of North Carolina and University of Michigan, and private universities Stanford and Yale."

Eleven new full-time members joined the school this fall. Securing these professors was no small feat, given the shortage of business faculty that creates a competitive market situation. "There's a real bidding war for the best and the brightest," Phillips notes. Among the additions are Richard K. Green, the new Oliver T. Carr Jr. Chair of Real Estate Finance, as well as professors in accounting, international business, management science, strategic management and public policy, and tourism studies.

When the business school relocates to its new six-story building, it will finally be able to house its seven academic departments and many other programs and units under one roof. Currently, the school occupies eight different locations on campus, which hinders cross-departmental communication and multidisciplinary collaboration.

Further, students will enjoy high-tech classrooms with built-in audiovisual technology in each room. Students also will be able to use team rooms and break out rooms for the group work involved with a GW business education. "Students will no longer have to sit in on the floor in the hallway to do team projects," Phillips says. These features are long due for the school, which has waited its turn at GW for a new building. Indeed, in 1938 the school, then known as the School of Government, became the first GW school to be housed in its own building—the Hall of Government, where it has remained for the past 66 years.

Technology in the building will include the ability to use wireless laptops to access the Internet. There also will be computer labs as well as a capital markets room, where students can access real-time quotes and use proprietary software for financial modeling, trading, and portfolio management.

A large auditorium on the first floor will enable the school to host guest speakers and other major events in its own building rather than across campus. The school's E. David Fowler Graduate Career Center and other student service providers also will be located in the new building.

Outside the building other hallmark programs will continue while newer ones are just getting started and being explored. Distance education as well as customized MBA programs for corporate partners like SAIC and the Mandarin Oriental Hotel Group will continue. And this year, the school is planning to add a winter break study-abroad program in India to its line-up of programs in Europe and South America.

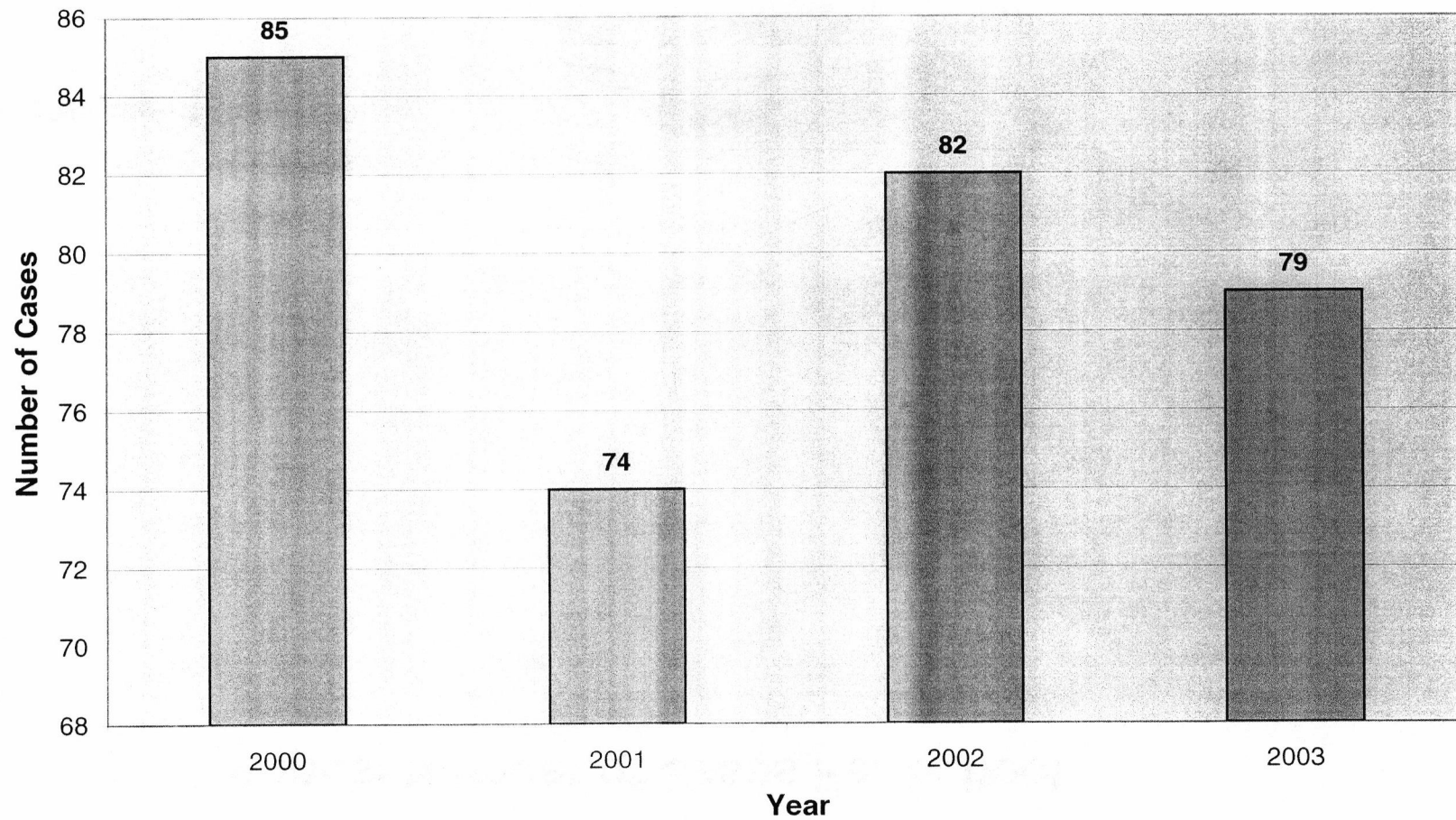
Moving forward, the school also is placing a greater emphasis on faculty and student research. The school aims to provide more research support for faculty, and last year it launched the Research Experience for Undergraduates. The program encourages faculty to engage full-time undergraduate students in their research projects in substantive ways and is designed to sow the seeds of research in the minds of undergraduate students. The next phase of the school's building campaign, Building Human Capital, will raise resources for areas such as scholarships, professorships, and research, areas that the school's stakeholders identified as important during the school's strategic analysis.

It's all a matter of setting goals and moving forward with the times, says Phillips, who is well known for her forecasting abilities as a former Fed governor. Just as the school's long-range plans are reviewed, a process that Phillips has led in recent years, "It's a continuous changing process," she says. "Business changes, the issues change, and so we have to keep up the curriculum but also find new ways to deliver it." **GW**

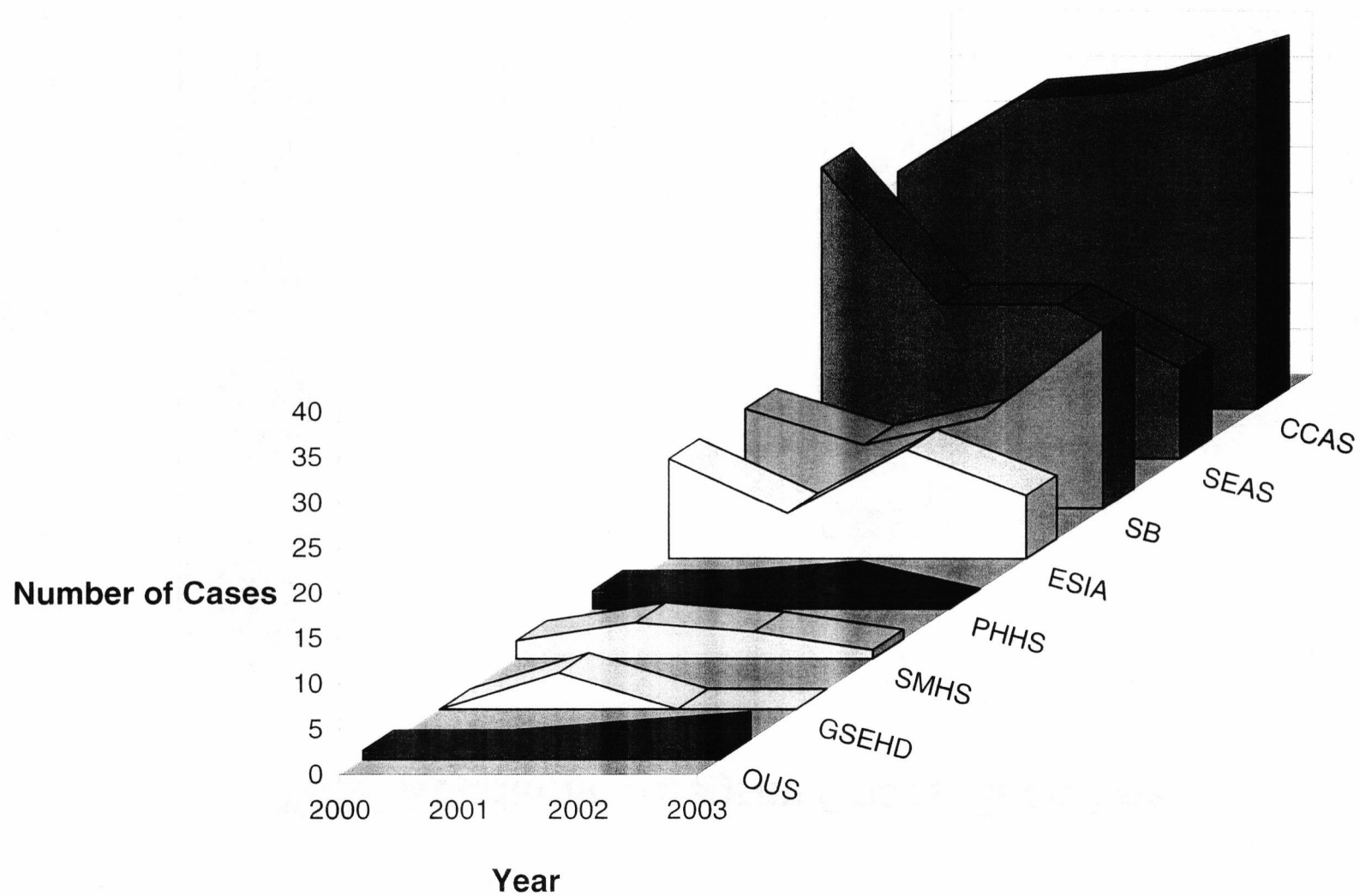


Architect's rendering of Duques Hall, the new home for the business school, scheduled to open next year.

## Total Academic Integrity Cases Each Year



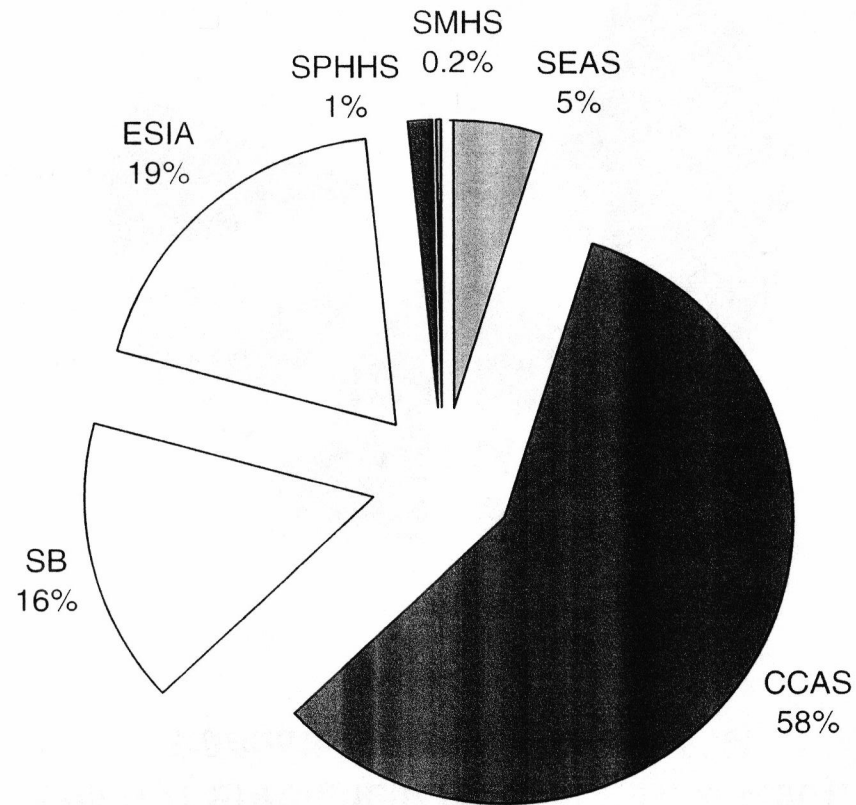
## Annual Number of Cases Per School



## Undergraduate Enrollment per School

2003 Total GW Enrollment (except Law & Med): 17, 037

Undergraduate Total: 9, 532 (55.9%)

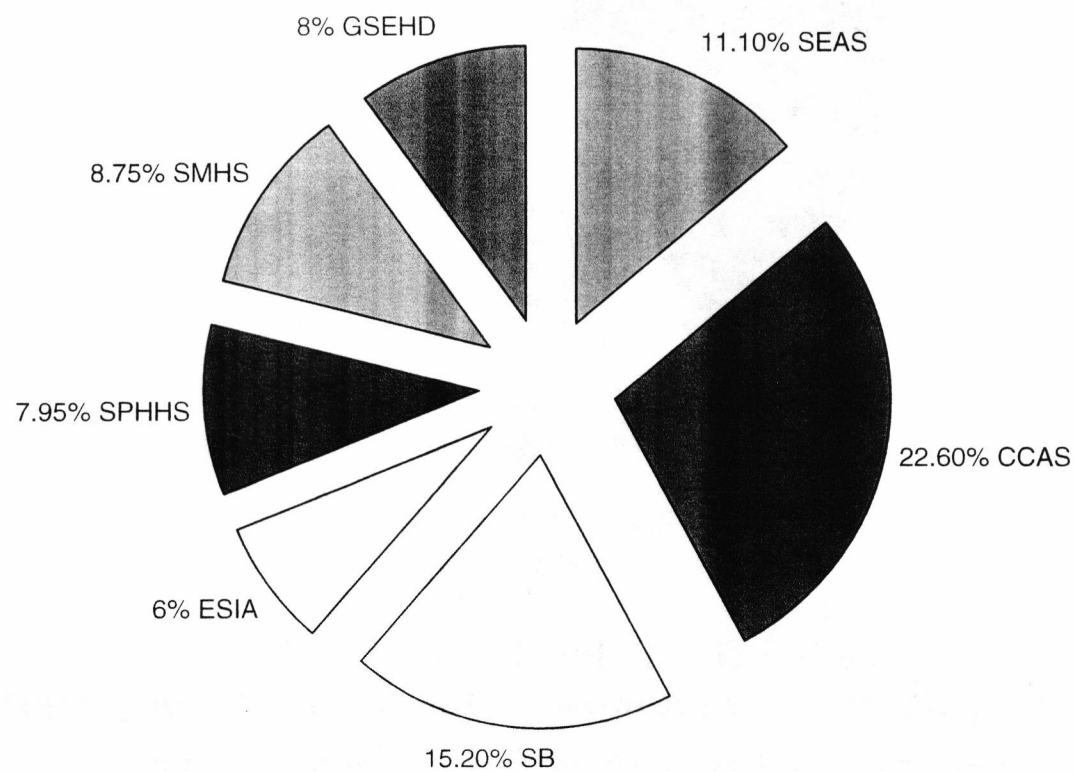




## Graduate Enrollment per School

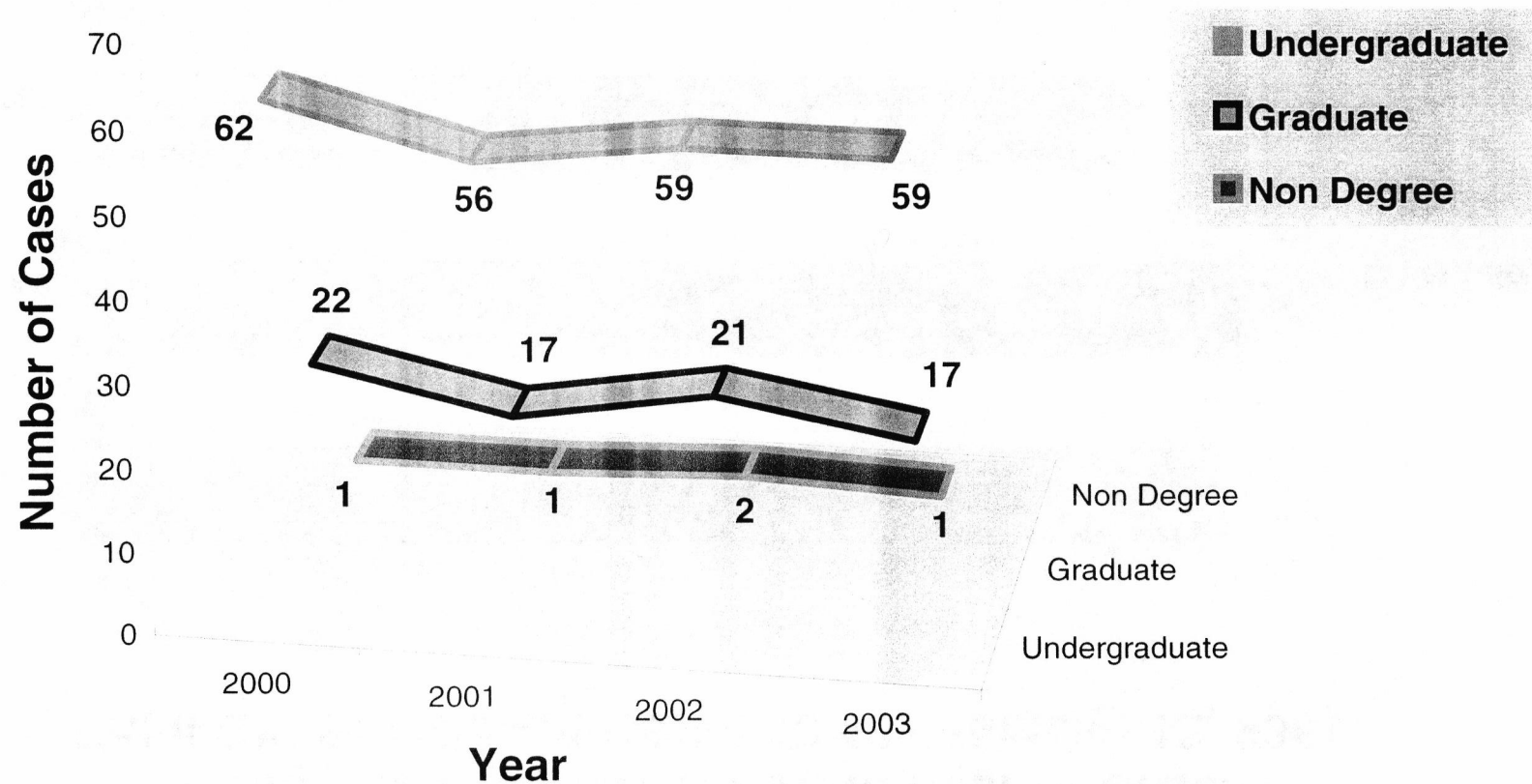
2003 Total GW Enrollment (except Law & Med): 17, 037

Graduate Total: 6, 624 (38.9%)



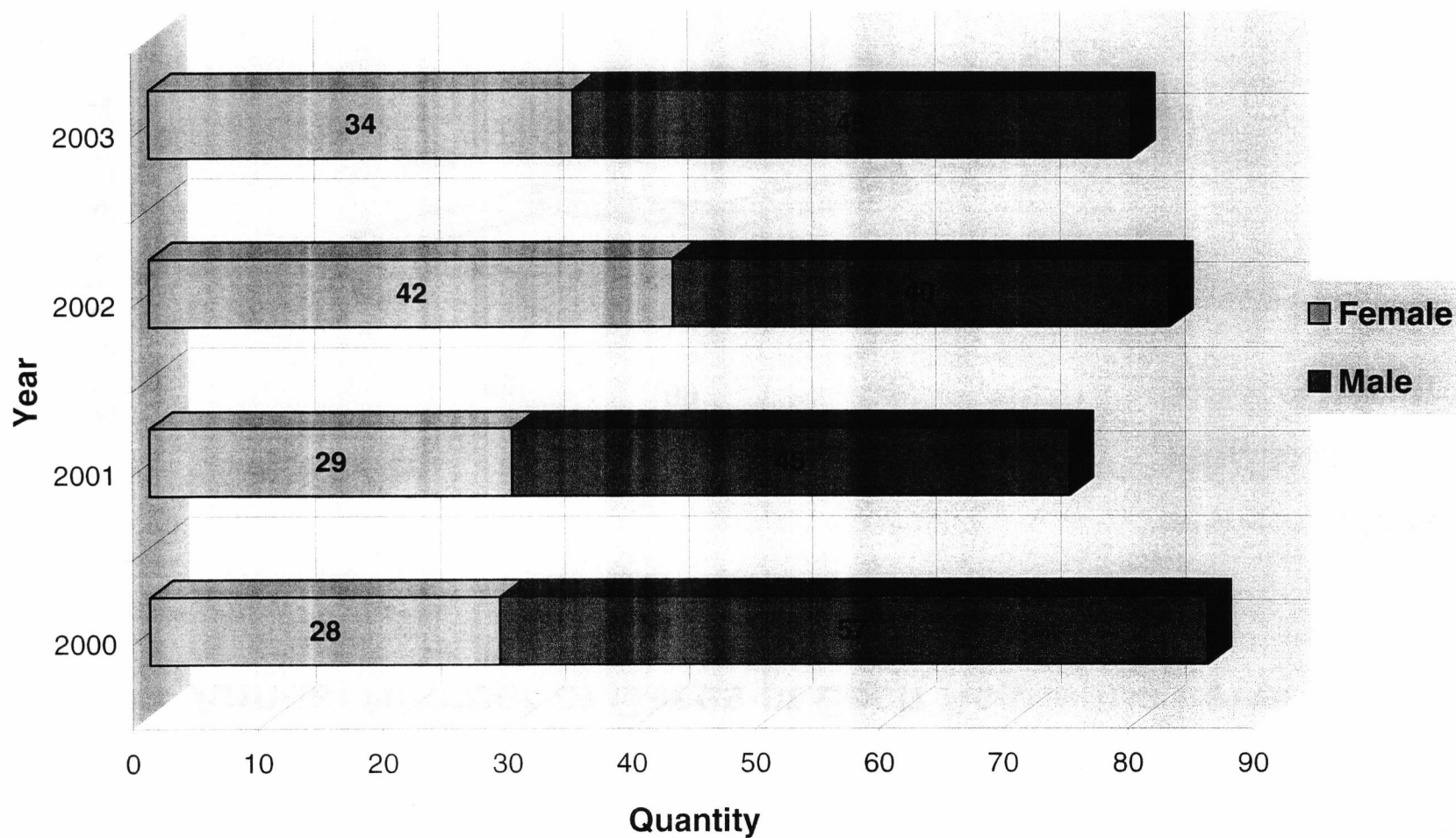


## Annual Number of Cases at Each Academic Level



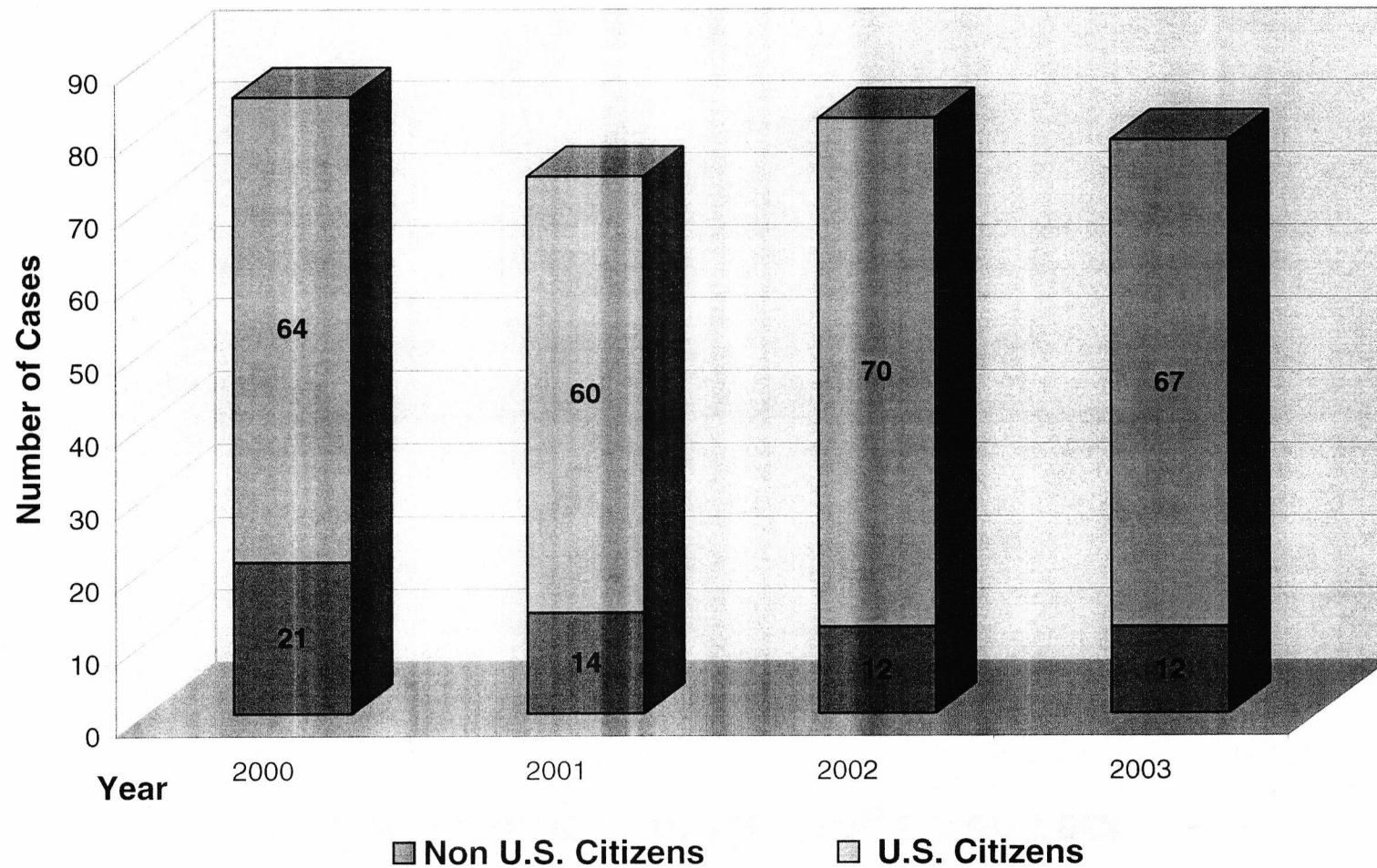
# Comparison by Gender in Number of Cases

Total GW Enrollment (Male: 10,481 Female: 12,936)

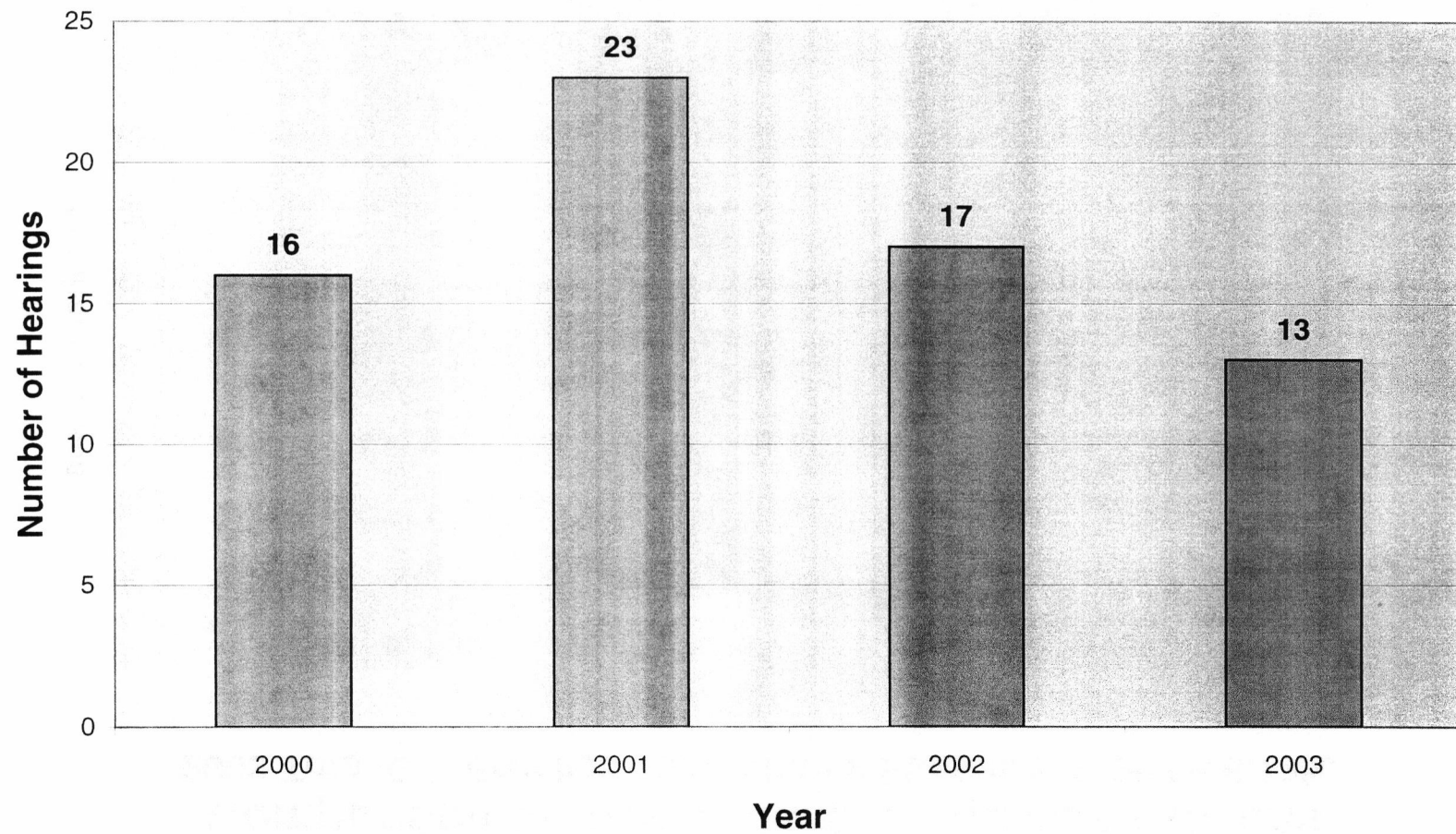


## Comparison between Citizens and Non Citizens

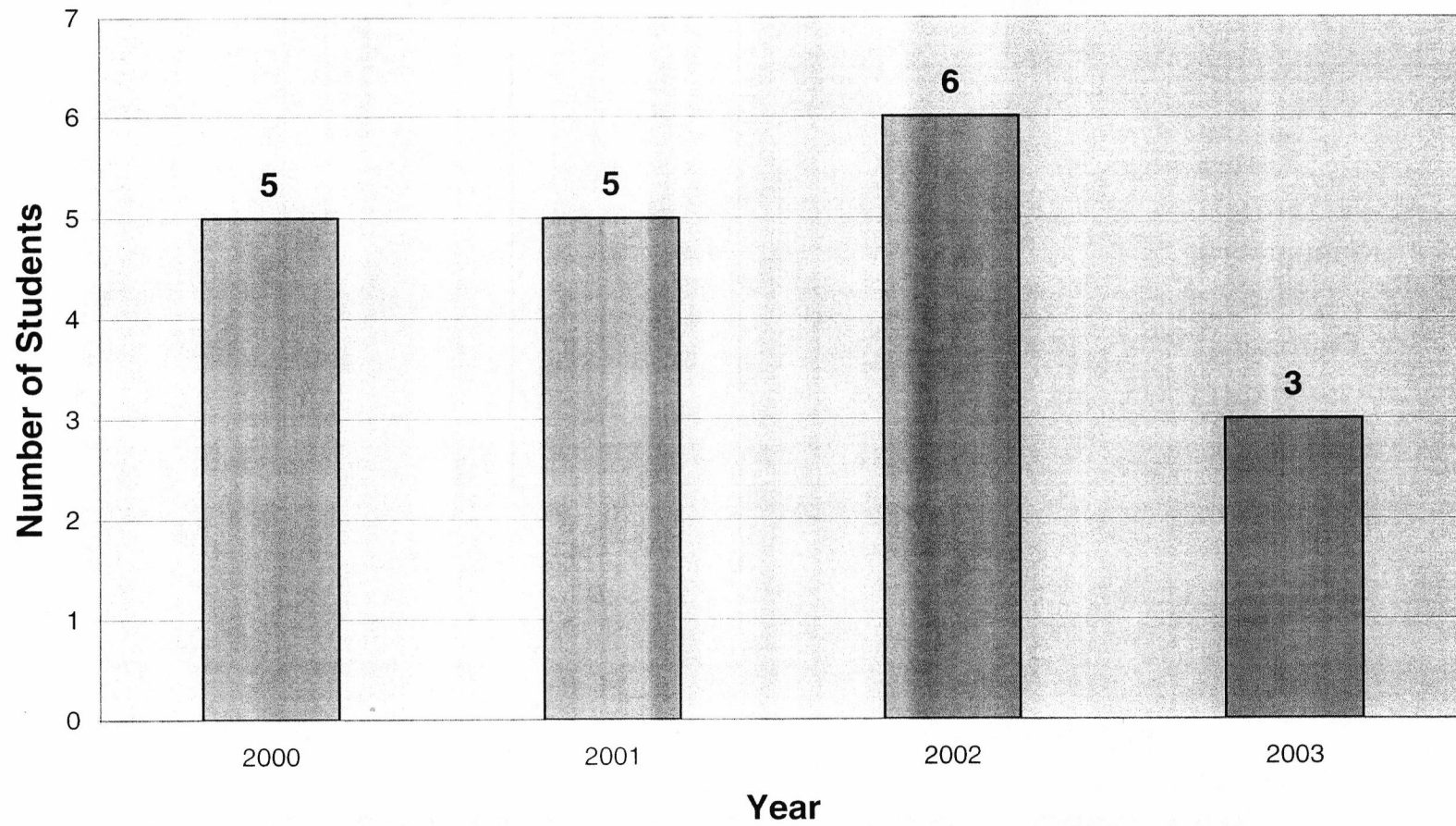
2003 Total GW Enrolled International Students: 1, 902 = 8.12%



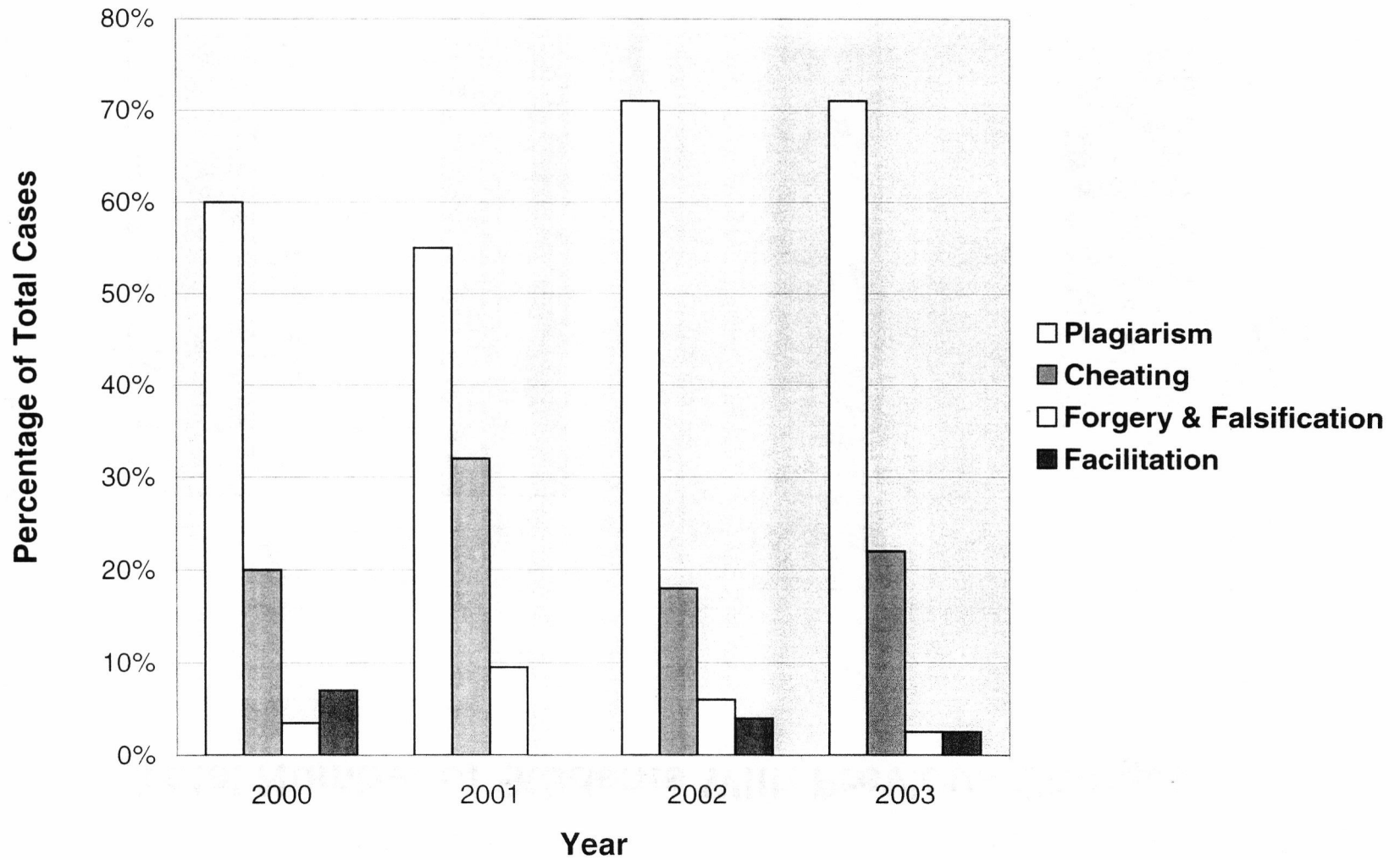
## Total Number of Hearings Per Year



## Total Number of Students With Previous Charges

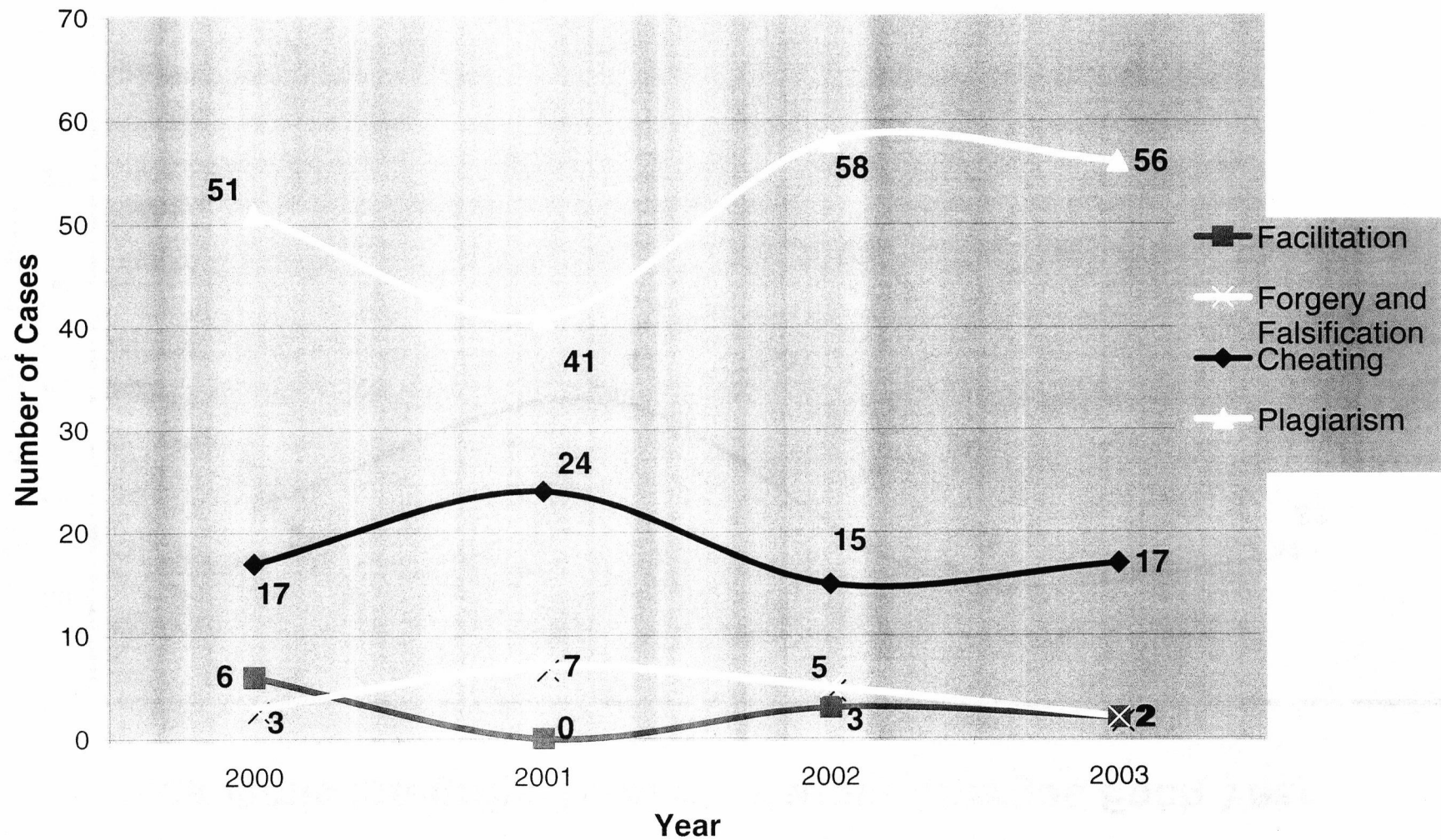


## Percentage of Top Four Charges Each Year



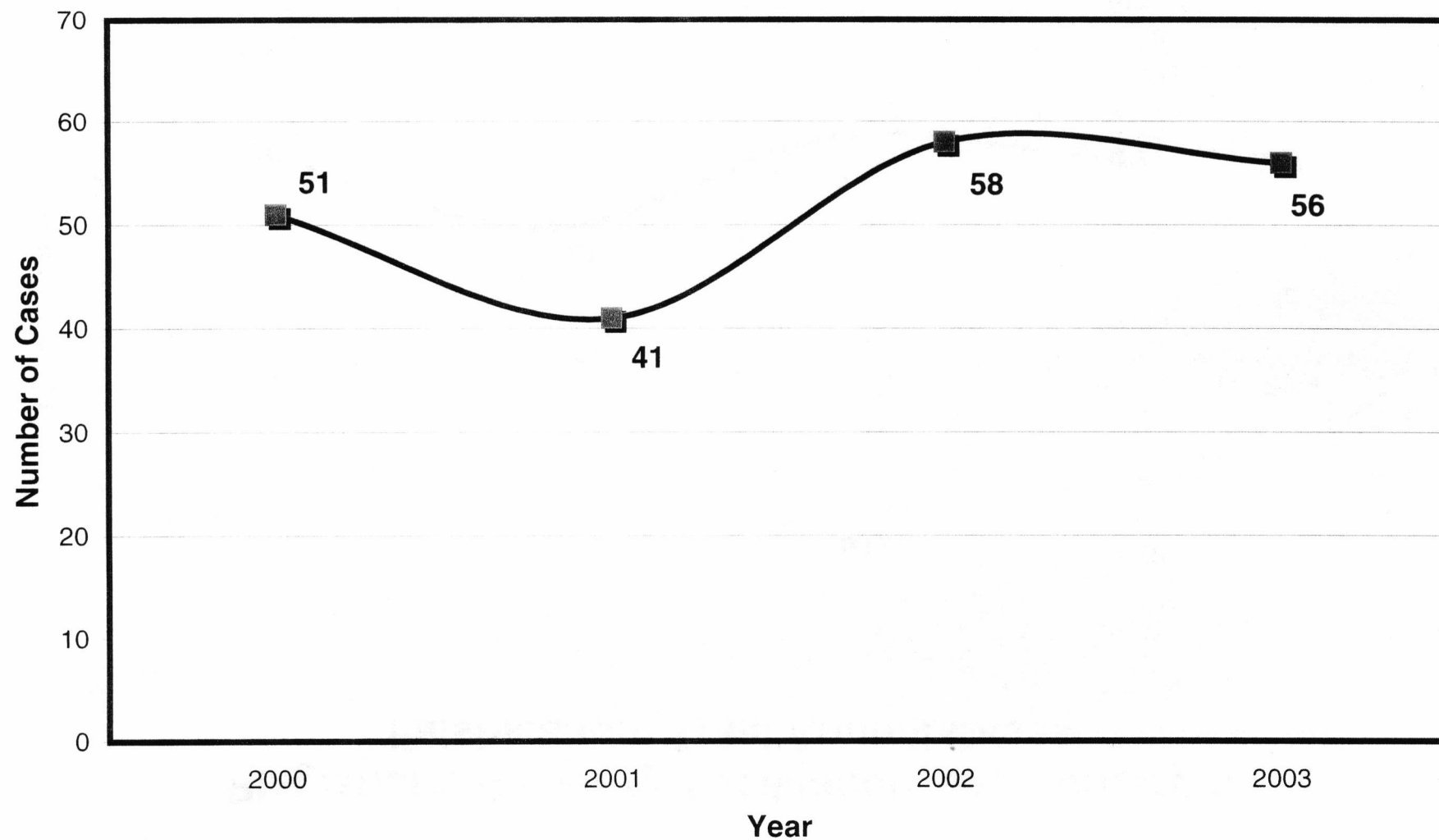


## Plagiarism, Cheating, Facilitation, and Forgery & Falsification: Total Annual Cases

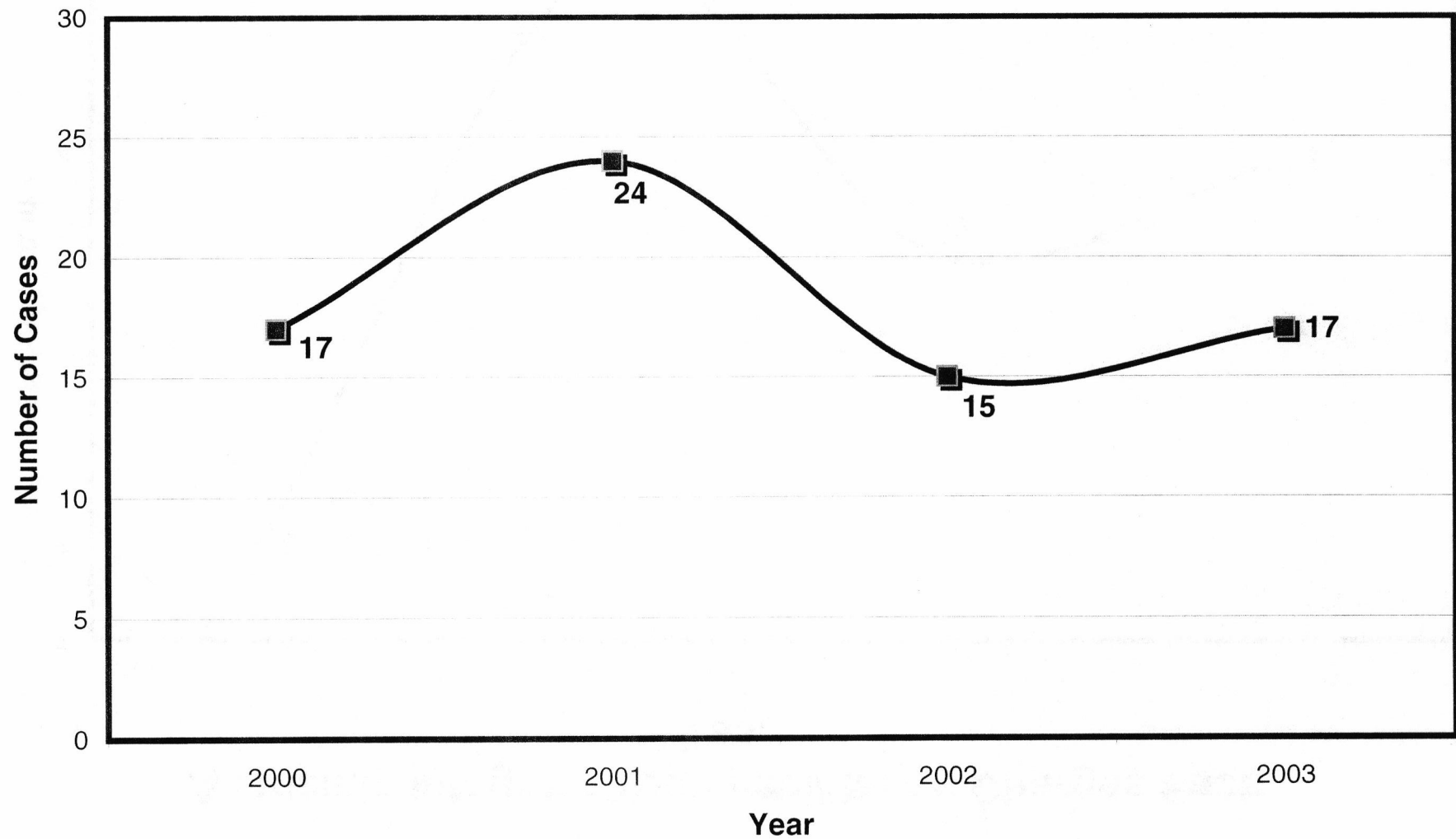




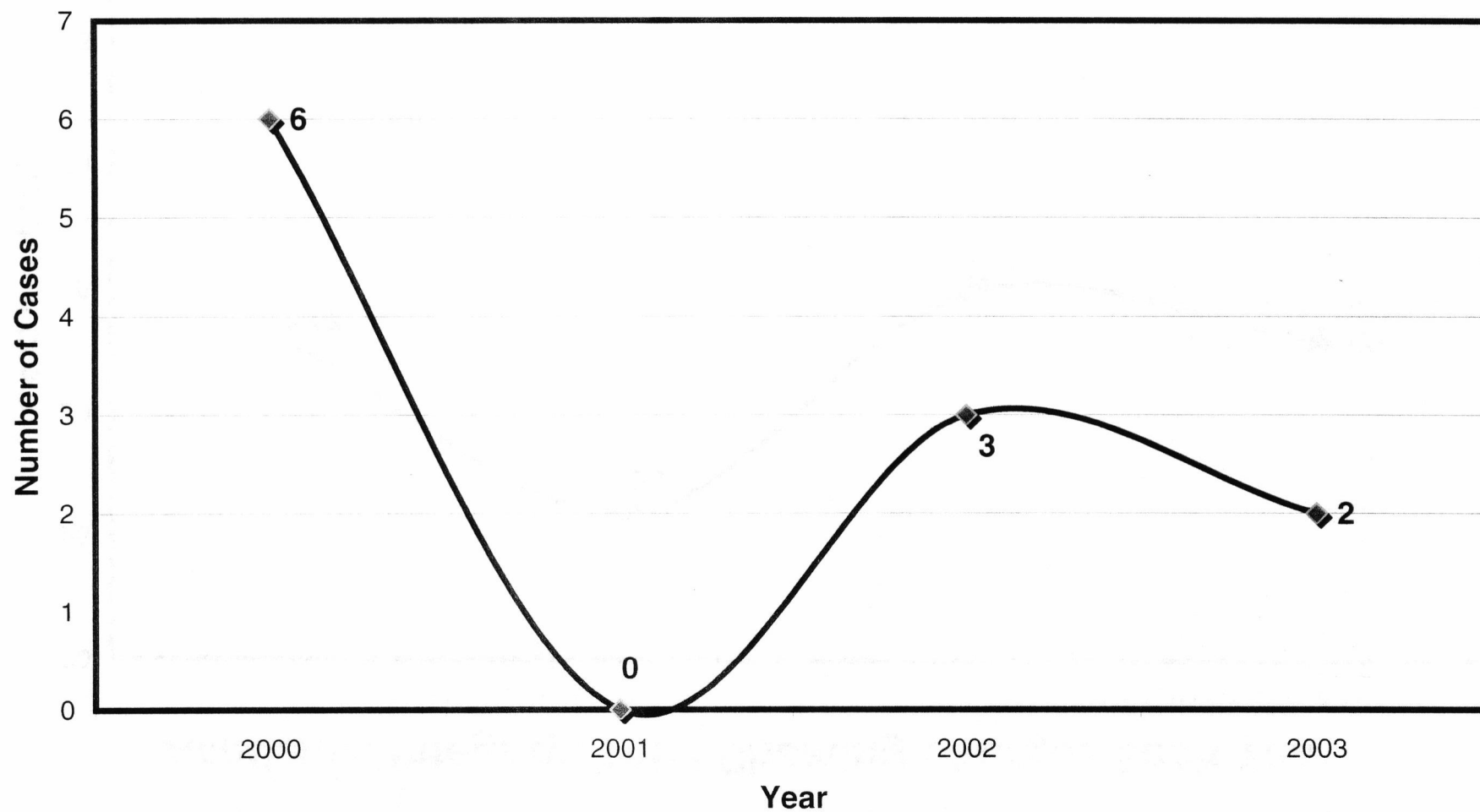
## Academic Integrity: Total Plagiarism Charges Each Year



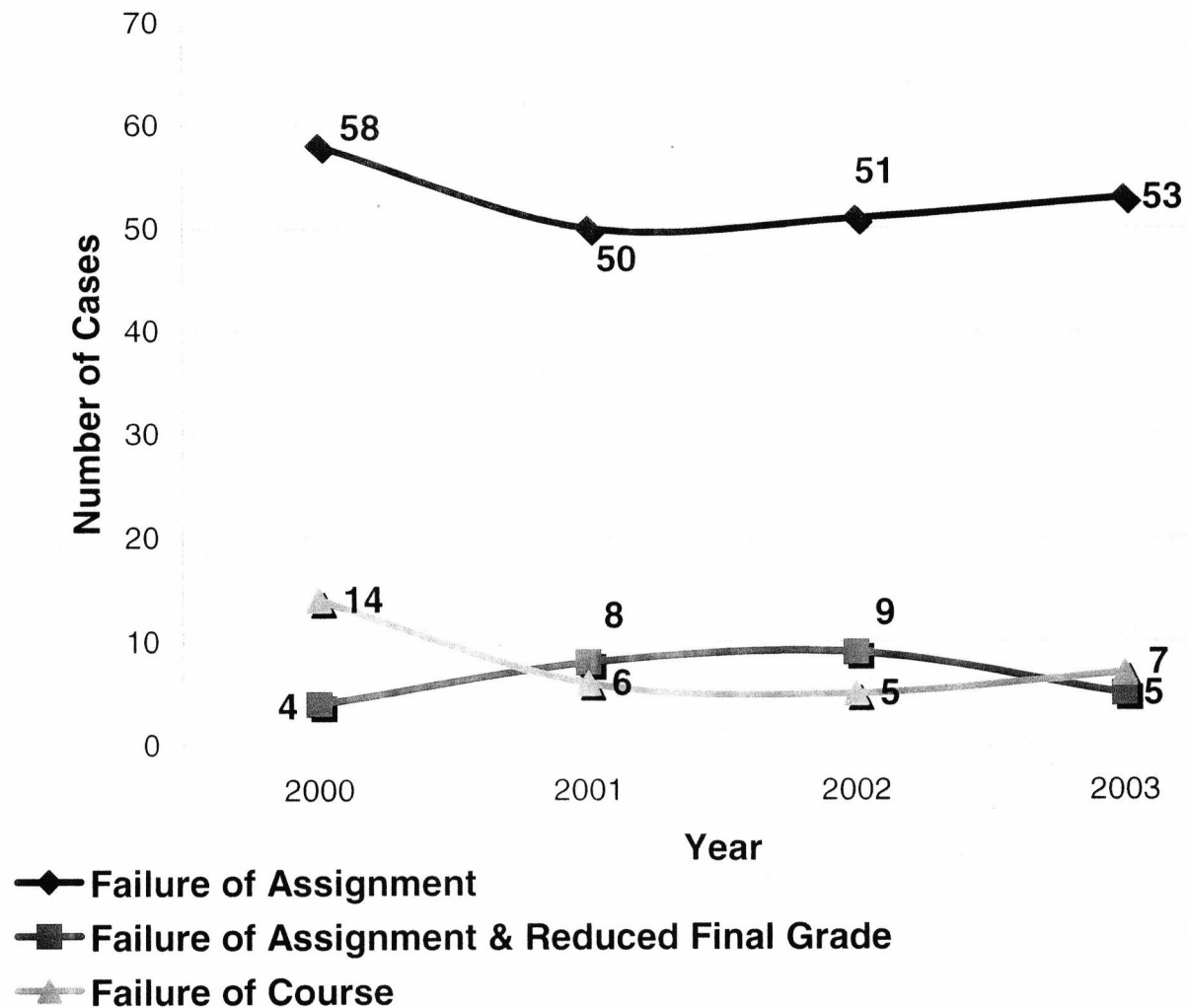
## Academic Integrity: Total Cheating Charges Each Year



## Academic Integrity: Total Facilitation Charges Each Year



## Top Three Sanctions for Academic Integrity Violations



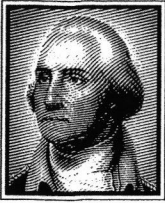
**Faculty Senate Committee on Admissions Policy, Student  
Financial Aid, and Enrollment Management  
Interim Report  
December 10, 2004**

During the Fall Semester 2004 the Committee met on October 27 and December 1, 2004.

At its first meeting the committee agreed to pursue the following agenda for the remainder of the term:

1. Obtain and analyze undergraduate enrollment data for academic departments and programs that are currently below optimum enrollment levels. Because of significant instability in declared majors during the freshman and sophomore years, the committee decided to focus on enrollment for the junior and senior years.
2. Investigate and recommend strategies that could be employed to improve the conversion rate of admitted students to attending students, especially with respect to departments and school currently experiencing enrollment shortfalls.
3. Investigate how and to what extent the emerging Europe-wide higher education standards degrees and degree requirements known as the Bologna Process will impact the enrollment of foreign students at GWU.

At its second meeting the committee discussed the impact of the Bologna Process on graduate enrollment at GWU. The consensus opinion was that under the revisions of the Bologna Process currently being carried out, students from European Union countries will be better prepared to undertake graduate studies at US universities. The committee also concluded that the evaluation of degree credentials should be carried out in cooperation with individual countries and institutions of higher learning through the process of a Memorandum of Understanding.



**Interim Report of the Senate Committee on Appointment, Salary, and Promotion  
Policies  
End of Fall Semester 2004**

The ASPP Committee met on September 30, November 1, and December 6<sup>th</sup>. The issues discussed include:

1. Joint Task Force on Contract Faculty (with PEAFF)
2. TIAA-CREF Investment Choices
3. Fall Open Enrollment
4. New Benefit for Long Term Care
5. Updates on: New 4 x 4 Study Group; Salary Equity (Report Pending);  
Revised Conflict of Interest Forms; Unionization Vote

Two meetings of the joint task force on issues pertaining to retention and promotion of contract faculty have been held to date. The mission of the task force is to recommend policies and procedures for regular active status (full-time) non-tenure accruing faculty retention and promotion. Representatives from tenure/tenure track, non-tenure accruing appointments, and one regular part time faculty appointment comprise the task force membership. As the task is defined, regular reports will be made to the ASPP and PEAFF.

AVP Kaplan reported on new benefits provisions for fall open enrollment. Because of the good claims experience for GW last year, premiums will not increase for the University as a whole, employees earning less than \$30,000 will pay lower monthly premiums, and the Blue Cross/Blue Shield PPO family deductible provision will be improved. Other changes include a Flex-Plan spending card that will make filing for reimbursement unnecessary in certain situations and a wider array of dental plans.

The ASPP received a request to investigate whether the University should offer additional investment options other than the funds currently offered. The committee asked AVP Kaplan, Human Resources, and the Benefits Review Committee to explore adding such choices and will review their findings in spring 2005

Susan Kaplan reported on the activities of the Benefits Review Committee relating to long-term care options for employees. An organization with other local university contracts, the Todd Benefits Group, is providing options for consideration by the university, perhaps by spring enrollment.

## **Interim Report of the Honors and Academic Convocations Committee**

**December, 2004**

The purview of the **Honors and Academic Convocations Committee** of the GW Faculty Senate consists currently of one sole function—to recommend (or not recommend) candidates for honorary degrees who have been nominated by members of the GW community. In particular, the Committee has been charged with the goal of assuring that outstanding achievement in the academic disciplines plays a major role in the selection process.

Thus far for AY2004-05, the Committee has met four times, with a fifth meeting scheduled for December 14. At this fifth meeting, we plan to finalize our recommendations for honorary-degree recipients for Commencement 2005. Since these deliberations are still in progress, it is premature to summarize them here. Suffice it to say at this time that we are considering several dozen nominees, most having been nominated in past years, but a few this year. We did expand our category #12 (see our report of May, 2004) from Sports to Sports and Entertainment. At a Spring meeting, we shall discuss in depth the criteria that we use (again, see our report of May, 2004) and their interpretation and application.

We also considered, in response to our 2004-05 charge from the Executive Committee, whether and under what circumstances awards should be given by individual Schools or Departments, and we have sent a memo outlining our position on this issue to Professor Wilmarth. He will bring it up for consideration by the Executive Committee on December 17; we await their reply.

Respectfully submitted,

The Honors and Academic Convocations Committee

Barry Berman, Chair

Walter Kahn

Jill Kasle (University Marshal)

Homayoun Khamooshi

Joan Regnell

Patricia Sullivan

Alan Wade

No Student Liaison was appointed to the Committee this year. Several other members or *ex-officio* members have not participated this academic year to date.



**INTERIM REPORT**  
**PHYSICAL FACILITIES COMMITTEE**  
**December 10, 2004**

The physical facilities committee has met twice—October 27 and November 17. A third meeting is scheduled for December 15. On October 27, Eve Dubrow, Associate Vice President for Operations, reviewed recently completed and ongoing physical facilities-related projects, planned future projects, and reported on progress associated with the use of square 54 (the old hospital site). It appears under the present plan that the net number of classrooms will not increase in the foreseeable future. It was noted by the committee that the University Honor's program is housed in inadequate space and that the existing space makes a poor appearance. There is no common gathering place for University Honor's students. The director of the Honor's program has been asked to suggest to the committee changes for improvements to that facility.

On November 17, John Petrie, Vice President for Public Safety and Emergency Management, reviewed University procedures for managing emergency (disaster) situations. Overall, the committee was well-satisfied with the University's emergency procedures but was less certain about follow-through by the schools and departments e.g., how is an emergency situation communicated by a school or department to students in the classroom? Not all departments have local plans. Such plans are not tracked by the University. It would seem prudent for all departments to have local plans. An effective University plan is only as useful as the ability to implement it at the local level. Vice President Petrie voiced a willingness to help track implementation plans at the departmental level.

On December 15, Peter Comey, Executive Director, Facilities, will review University procedures for coordinating the maintenance of facilities, for dealing with safety issues, and for cleaning and repair of buildings.

Physical facilities is represented (Gallo and E. Robinson) together with fiscal planning and budgeting and educational policy on the administrative committee to review classroom space needs.

Submitted by:  
Linda L. Gallo, Chair

**TO:** Art Wilmarth, Chair, Faculty Senate

**FROM:** Cynthia Lee, Chair, University and Urban Affairs Committee *CJL*

**RE:** University and Urban Affairs Committee Interim Report

**DATE:** December 10, 2004

The University and Urban Affairs Committee (UUAC) met three times this semester. At our first meeting on September 14, 2004, we introduced ourselves and set up our schedule of meetings for the semester. We also discussed our goals. We decided that one main goal would be to support the "Friends" Committee, a group of GW affiliates and Foggy Bottom residents committed to working towards good relations between GW and the Foggy Bottom community. We all agreed to help post flyers announcing the second annual Friends Community Block Party and those of us who could attend the event on Sunday, October 3. As Chair of UUAC, I also attended several planning meetings for the block party and helped call a list of GW alumni living in the Foggy Bottom/West End neighborhood to tell them about the block party. I also attended the first Friends meeting of the semester (for just the first half hour because I had to teach that evening) and the block party itself. We also agreed to help add to the list of GW-D.C. Community partnerships started by the Office of Government, International and Corporate Affairs at GW. Yvonne Captain offered to take the lead on continuing the good relationship between GW and the D.C. Film Festival. We agreed to support the D.C. Film Festival by helping to publicize its events and encouraging our students to help with the Film Festival.

At our second meeting on October 19, 2004, we heard a report from Michael Akin and Bernard Demczuk regarding the Friends Community Block Party. We also reviewed the list of GW-D.C. Community Partnerships and brainstormed about other ways GW partners with the community.

At our third meeting on November 16, 2004, we congratulated Michael Akin on his recent appointment as Director of the new District of Columbia, Foggy Bottom and West End Affairs Office at GW. Several of us attended a reception held at the GWU Hospital in his honor. We as a committee decided to play a main role in what will be called the Foggy Bottom Faculty Speaker Series. The Friends group meets once a month on the first Tuesday of every month. They welcome faculty speakers to come and speak about their research or works-in-progress. We all agreed to feed names of possible faculty speakers to Michael Akin. Lisa Benton-Short (Geography) volunteered to speak to the Friends committee about the possibility of using students in her upcoming Urban and Environmental Issues class to work on mapping projects in Foggy Bottom. I recommended our colleague Dan Solove, author of "The Digital Person" (NYU Press 2004), as a possible faculty speaker.

We also offered to help spread the word about any Town Hall Meetings that GW holds regarding the old GW Hospital site to GW faculty and staff who live in the Foggy Bottom area. Bernard Demczuk and Michael Akin are working on setting up a series of town hall meetings so

community members can express to GW and the developer their concerns about Square 54 (the old GW hospital site). Once they decide on dates, times, and locations, I will compose a letter on behalf of our committee addressed to faculty and staff who live in the Foggy Bottom and/or West End community, inviting them to participate in these meetings.

We returned to the subject of the Friends Community Block Party and suggested that a greater emphasis be placed on getting restaurants to participate in next year's community block party and that the event be called "A Taste of Foggy Bottom." We expressed concern that if the block party continued to be composed mostly of information booths, people wouldn't bother to come out in subsequent years. We also suggested that the participating restaurants be instructed to offer tastes for no more than \$2.00 per taste as a means of advertising their menu.

Finally, we discussed the possibility of a Foggy Bottom and GW Open House Tour if Foggy Bottom residents are interested in this idea.

In addition to chairing the above meetings, I also attended a meeting of the Board of Trustees Committee on External Affairs which was held at the Media and Public Affairs Building on Thursday, October 14, 2004, from 8:00 - 10:00 a.m. Several staff members from the Media and Public Affairs Building gave presentations and we viewed a 15 minute DVD called "GW in the news and on the Air."

## JOINT COMMITTEE OF FACULTY AND STUDENTS

### Interim Report to the Faculty Senate

December 10, 2004

The Joint Committee of Faculty and Students (JCFS) met twice over the course of the fall 2004 semester. JCFS members came to consensus to address four issues, if time permits: (a) the JCFS scholarship, (b) review of the Guide to Students Rights and Responsibilities, (c) consolidation of academic departments, and (d) student representation on the Board of Trustees. Committee members have subdivided into teams to better analyze each issue over the course of the spring semester. Below is a brief synopsis.

#### JCFS ANNUAL SCHOLARSHIP REVIEW

The Committee is currently reviewing ways to increase publicity for the JCFS Scholarship as well as selection criteria. The issue was brought to the forefront as a result of the controversy surrounding last year's process. New procedures will be in place in the beginning of the next semester.

#### STUDENTS RIGHTS

The Student Senate discussed the perceived lack of students' rights and specificity given to them as outlined in the Guide to Student Rights and Responsibilities. The Committee will conduct a review of the Guide and comment on the current state of student rights on campus.

#### DEPARTMENT CONSOLIDATION

Some students and faculty members across campus have expressed concern over the decision to close some smaller University departments. The committee intends to research and discuss the matter in detail.

#### STUDENT REPRESENTATION ON BOARD OF TRUSTEES

The Student Senate has passed legislation advocating for a student to have a voting position on the Board of Trustees. The JCFS is reviewing this legislation as well as alternative suggestions to increase the influence of students on Board actions.

Lee Roupas, Student Co-Chair  
Ralph Mueller, Faculty Co-Chair



## **REPORT OF THE EXECUTIVE COMMITTEE**

**Arthur E. Wilmarth, Jr., Chair**

**December 10, 2004**

### **ACTIONS OF THE EXECUTIVE COMMITTEE**

Following the meeting of the Faculty Senate on November 12, 2004, the Executive Committee forwarded Resolution 04/3 (Revised Interim Sexual Harassment Policy and Procedures) and Resolution 04/4 (Classroom Shortage Problem) to the Administration for its response. Subsequently, the Administration asked the Executive Committee to designate faculty members to serve as representatives of the Faculty Senate on the joint Faculty-Administration working groups called for in Resolutions 04/3 and 04/4.

The following faculty members will serve as representatives of the Faculty Senate on the joint task force to draft a permanent Policy and Procedures on Sexual Harassment for the University, pursuant to Resolution 04/3: Mary Cheh, Charles Craver, Lilien Robinson, and myself. The following faculty members will serve as representatives of the Faculty Senate on the joint committee to address the classroom shortage problem, pursuant to Resolution 04/4: Joseph Cordes, Linda Gallo, William Griffith, E. Arthur Robinson, Gary Simon, and Laura Youens.

In response to a request from the Administration, the Executive Committee will shortly appoint faculty members to serve as representatives of the Faculty Senate on a joint task force to consider the possible implementation of a 4 x 4 undergraduate curriculum in the University. Vice President Lehman has advised the Executive Committee that this task force will begin its work in January 2005, with a target completion date of May 2005.

### **STATUS OF PERSONNEL MATTERS**

I am pleased to report that the faculty grievance originating in the School of Business, previously reported to the Faculty Senate, has been settled amicably by the parties at the mediation stage and, therefore, no formal grievance proceedings will be necessary. The Executive Committee wishes to express its deep gratitude to Professor Charles Craver for his superb mediation efforts in this matter, and also for the numerous previous mediations that he has undertaken on behalf of the Senate Dispute Resolution Committee.

### **JANUARY MEETING OF THE FACULTY SENATE**

There is a substantial likelihood that two important matters will be presented to the Faculty Senate for consideration at its meeting on January 21, 2005: (1) a final Policy and Procedures on Research Misconduct, and (2) revisions (including revised disclosure forms) to the Conflict of Interest Policy.

## OTHER MATTERS

Letters have been sent to the Deans of the various Schools requesting that, prior to March 15, 2005, they hold faculty elections of Faculty Senate representatives for two-year terms beginning in May 2005.

[The Chairs of Standing Committees who did not submit interim reports at this meeting are urgently requested to do so at the Senate's next meeting on January 21, 2005.]

## ANNOUNCEMENTS

As indicated on the agenda for this meeting, you are warmly invited to attend a holiday reception for the Faculty Senate and its guests, which will take place in Room 310 of the Marvin Center immediately following the conclusion of this meeting. On behalf of the Faculty Senate, I would like to express our gratitude to President Trachtenberg for providing the refreshments for our reception.

Please note that the annual University Holiday Party is scheduled for Tuesday, December 14, 2004, from 2:00 – 4:30 p.m., on the third floor of the Marvin Center.

The next meeting of the Executive Committee will be held on December 17, 2004. Resolutions, reports, and other items of business for the December 17 meeting should reach the Executive Committee before that date.

On behalf of the Faculty Senate, I would like to extend our warmest birthday wishes to President Trachtenberg and Vice President Lehman, who will celebrate their birthdays on December 14 and December 13, respectively.

On behalf of the Executive Committee, I would like to extend our best wishes to all members of the Faculty Senate for a joyous holiday season and a healthy, happy and productive New Year. We express our warmest thanks to all of you for your generous efforts in support of shared governance at the University.

Respectfully submitted,

Arthur E. Wilmarth, Jr.  
Chair, Executive Committee of the  
Faculty Senate



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

The Faculty Senate

December 2, 2004

The Faculty Senate will meet on Friday, December 10, 2004, at 2:10 p.m., in the Marvin Center, Room 310

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of November 12, 2004, as distributed
3. Introduction of Resolutions
4. Report on the School of Business: Dean Susan M. Phillips
5. Update on the Code of Academic Integrity Pursuant to Senate Resolution 01/6:  
Mr. Tim Terpstra, Director, Office of Summer Students, University Students,  
and Academic Integrity
6. General Business:
  - (a) Nominee for election to a Senate Standing Committee: Libraries:  
Professor Richard M. Robin (German and Slavic Languages and Literatures)
  - (b) Interim Reports of Senate Committees
  - (c) Report of the Executive Committee: Professor Arthur E. Wilmarth, Jr., Chair
7. Brief Statements (and Questions)
8. Adjournment

PLEASE NOTE: Following adjournment of the meeting, a holiday reception will be held in the Marvin Center, Room 310.

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary